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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Financing of the United Nations Stabilization Mission in Haiti

Budget performance for the period from 1 July 2011 to 30 June 2012 and proposed budget for the period from 1 July 2013 to 30 June 2014 of the United Nations Stabilization Mission in Haiti

Report of the Advisory Committee on Administrative and Budgetary Questions

Appropriation for 2011/12	$793,517,100
Expenditure for 2011/12	$739,768,600
Unencumbered balance for 2011/12	$53,748,500
Appropriation for 2012/13	$648,394,000
Projected expenditure 2012/13[a]	$627,047,800
Estimated unencumbered balance for 2012/13[a]	$21,346,300
Proposal submitted by the Secretary-General for 2013/14	$572,270,800
Recommendation of the Advisory Committee for 2013/14	$571,914,400

[a] Estimates as at 31 January 2013.

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I. Introduction

1. **The recommendations of the Advisory Committee on Administrative and Budgetary Questions in paragraph 33 below would entail a reduction of $356,400 in the proposed budget for the United Nations Stabilization Mission in Haiti (MINUSTAH) for the period from 1 July 2013 to 30 June 2014. The Committee has made observations and recommendations on specific issues, where appropriate, in the paragraphs below.**

2. During its consideration of the report, the Advisory Committee met with representatives of the Secretary-General who provided additional information and clarification, concluding with written responses received on 15 April 2013. The documents reviewed and those used for background by the Committee in its consideration of the financing of MINUSTAH are listed at the end of the present report. The Committee's detailed comments and recommendations on the findings of the Board of Auditors and on cross-cutting issues related to United Nations peacekeeping operations can be found in its related reports (see A/67/782 and A/67/780, respectively).

II. Budget performance for the period from 1 July 2011 to 30 June 2012

3. By its resolution 65/256 B, the General Assembly appropriated an amount of $793,517,100 gross ($775,447,100 net) for the maintenance of MINUSTAH for the period from 1 July 2011 to 30 June 2012. Total expenditure for the period amounted to $739,768,600 gross ($722,523,100 net), which is $53,748,500 gross ($52,924,000 net) lower than the amount appropriated by the Assembly, corresponding to a budget implementation rate of 93.2 per cent. A detailed analysis of variances is provided in section IV of the performance report (A/67/605).

4. Underexpenditure is attributable mainly to:

(a) Military contingents ($7,144,600, or 3.1 per cent): the lower average deployment of personnel was due to a phased drawdown and the repatriation of 1,600 military personnel pursuant to Security Council 2012 (2011), partly offset by additional freight costs related to the repatriation of contingent-owned equipment and increases in the rates of reimbursement to troop-contributing countries for contingent-owned equipment (ibid., para. 45);

(b) United Nations police ($5,102,100, or 6.3 per cent): the unspent balance was due to fewer rotation trips from the extension of the tour of duty for some police personnel and a lower average deployment of 1,236 police personnel compared with the 1,283 budgeted (ibid., para. 46);

(c) International staff ($10,658,100, or 11.2 per cent): lower costs were a result of a recruitment freeze imposed from December 2011 in line with the partial drawdown of the Mission's post-earthquake surge capacity, the discontinuation of hazard pay and reduced requirements for mission subsistence allowance for Field Service staff;

(d) Facilities and infrastructure ($19,743,600, or 16.3 per cent): the unspent balance was due to reduced requirements for security services, renovations,

maintenance and rental of premises owing to the reconfiguration of eight civilian and military bases, lower than expected claims for residential security services for United Nations police personnel and reduced reimbursements for self-sustainment to troop and police units owing to the partial drawdown of uniformed personnel;

(e) Communications ($4,865,300, or 16.1 per cent): reduced requirements were due partially to the cancellation of a contract with the United Nations Office for Project Services for multimedia centres and the resulting use of in-house resources as well as lower costs for the provision of Internet and mobile telephone services through newly negotiated contractual terms.

5. The underexpenditures detailed above were partially offset by additional requirements, attributable mainly to:

(a) National staff ($2,828,100, or 8.1 per cent), owing to the revision of the salary scales effective 1 October 2011;

(b) Ground transportation ($2,399,600, or 18.8 per cent), attributable to the settlement of unbudgeted shipment charges for vehicles and the acquisition of three additional fire trucks, a higher average cost of fuel and increases for spare parts owing to the extension of the replacement cycle for light passenger vehicles.

6. The Secretary-General indicates that, during the reporting period, a comprehensive assessment of the security environment was conducted, resulting in Security Council authorization for a partial drawdown of 1,600 military contingent personnel and 1,150 formed police personnel. With regard to the Government resettlement strategy, MINUSTAH completed the construction of 21 temporary office buildings for municipalities affected by the 2010 earthquake and implemented 177 quick-impact and 56 community violence-reduction projects to create employment, provide vocational training, rehabilitate infrastructure and deliver basic social services in vulnerable areas. During the reporting period, the Mission also conducted a detailed review of its civilian staffing structure, resulting in a recruitment freeze implemented in December 2011 (ibid., paras. 9, 10, 30 and 36).

7. In addition, initiatives to enhance the operational efficiency of operations were introduced, including a reduction in the size of the aviation fleet, enhanced controls over travel and increased utilization of in-house resources for vehicle repair and maintenance. Several initiatives in the areas of water and wastewater management and the use of alternative energy sources were also introduced (ibid., paras. 20-21). The Advisory Committee notes that some of those initiatives are to be continued in the 2013/14 budget period (A/67/719, para. 177).

8. The comments of the Advisory Committee on the information presented in the performance report on individual objects of expenditure can be found, where relevant, in the discussion of the proposed budget for the period from 1 July 2013 to 30 June 2014 below.

III. Financial position and information on performance for the current period

9. The Advisory Committee was informed that, as at 5 March 2013, a total of $5,700,115,000 had been assessed on Member States in respect of MINUSTAH since its inception. Payments received as at that date amounted to $5,394,055,000,

leaving an outstanding balance of $306,060,000. The Committee was also informed that as at 31 December 2012, $42,205,000 was owed for troops and $50,657,000 was owed for contingent-owned equipment. As at 4 March 2013, the cash available to the Mission amounted to $144,500,000. After subtracting a three-month operating reserve of $110,856,000 (excluding reimbursement of troop- and formed police-contributing countries), the remaining cash surplus of $33,644,000 was sufficient to allow for the reimbursement of troop-contributing countries scheduled for March 2013. With regard to death and disability compensation, the Committee was informed that, as at 31 December 2012, $4,378,000 had been paid in respect of 134 claims since the inception of the Mission. No claims were pending.

10. The Advisory Committee was informed that as at 31 January 2013, the human resources incumbency for MINUSTAH for the 2012/13 period was as follows:

	Authorized[a]	*Encumbered*	*Vacancy rate (percentage)*
Military contingents	7 340	6 684	8.9
United Nations police	1 351	937	30.6
Formed police units	1 790	1 677	6.3
Government-provided personnel	100	81	19.0
Posts			
International staff	475	419	11.8
National staff	1 287	1 203	6.5
General temporary assistance			
International staff	31	28	9.7
National staff	107	105	1.9
United Nations Volunteers	225	206	8.4

[a] Represents the highest authorized strength for the period.

11. The Advisory Committee was also provided with information on current and projected expenditures for the period from 1 July 2012 to 30 June 2013. Expenditures for the period ended 31 January 2013 amounted to $384,922,700 gross ($377,749,000 net) against an appropriation of $648,394,000 gross ($635,770,000 net). At the end of the current financial period, estimated total expenditure would amount to $627,047,800, leaving a projected unencumbered balance of $21,346,300, or 3.3 per cent, of the appropriation approved for the 2012/13 financial period.

12. In this connection, the Advisory Committee notes from the supplementary information provided to it that MINUSTAH expects underexpenditure with respect to military and police personnel owing to reductions in the authorized strength, pursuant to Security Council resolution 2070 (2012), resulting in higher projected average vacancy rates compared with budgeted rates as well as the non-deployment of a West African formed police unit. In addition, the reduction in the quantity of flights and the lower-than-average cost of aviation fuel compared with budgeted costs are expected to lead to reduced requirements under air transportation.

IV. Proposed budget for the period from 1 July 2013 to 30 June 2014

A. Mandate and planned results

13. The mandate of MINUSTAH was established by the Security Council in its resolution 1542 (2004) and expanded in subsequent resolutions of the Council. The Mission is mandated to help restore peace and security and to further the constitutional and political process in Haiti (A/67/719, para. 2). The most recent extension of the mandate, to 15 October 2013, was authorized by the Council in its resolution 2070 (2012). In that resolution, the Council decided to reduce the Mission's authorized military strength from 7,340 to 6,270 troops through a balanced withdrawal of infantry and engineering personnel and the police component from 3,241 to 2,601 personnel. This follows a reduction of some 2,750 military and formed police personnel in the preceding period and represents a further drawdown of its post-earthquake surge and a reduction in activities linked to the challenges caused by the January 2010 earthquake (S/2012/678, para. 47). The Advisory Committee notes, therefore, that the Mission's authorized strength of military and police personnel will be slightly lower than the levels approved by the Security Council prior to the earthquake (see resolution 1892 (2009), para. 3).

14. In his report to the Security Council, the Secretary-General indicates that his Special Representative has embarked upon a plan for the reconfiguration and conditions-based consolidation of MINUSTAH, in consultation with the Government of Haiti and international partners. The plan foresees a narrowing of the Mission's activity aimed at consolidating stabilization gains to a point beyond which the presence of a large peacekeeping mission will no longer be required (S/2012/678, paras. 47-48). As a consequence, for the 2013/14 period the Secretary-General proposes a consolidated military presence in five primary security hubs, balanced by the deployment of formed police personnel and officers from the Haitian National Police for the remaining five departments. Ensuring the continued development of the Haitian National Police will remain a top priority of the Mission. MINUSTAH will also work closely with the United Nations Development Programme for a progressive handover of responsibility for organizing and conducting elections to the Haitian electoral authority (A/67/719, paras. 10, 12 and 14).

15. The Mission will also restructure its civilian staffing establishment to reflect the projected gradual rationalization of the scope of its activities. MINUSTAH plans to reduce its civilian staffing establishment beyond the number of remaining temporary positions approved in the context of post-earthquake surge capacities by abolishing all but one temporary position. In 2013/14, MINUSTAH will consolidate its support functions in four hubs and establish mobile support teams capable of responding to the remaining departmental offices, thereby requiring a number of conversions, reassignments and redeployments, as outlined in paragraphs 26-28 below. In addition, the Mission indicates that a review of supply chain management will lead to the further reorganization of functions and processes in 2013/14. The 2013/14 budget proposal also includes some streamlining of the Santo Domingo Support Office on which the Committee provides comments in paragraphs 44-48 below (ibid., paras. 11, 17, 18 and 22).

16. During its consideration of the proposed budget for 2013/14, the Advisory Committee reviewed various outputs, expected accomplishments and indicators of achievement within the results-based-budgeting frameworks of the Mission. Upon enquiry, the Committee was provided with information concerning key outputs and indicators of achievement under the human rights component. **On the basis of its review of the information provided, the Committee recalls its previous view that the formulation of indicators of achievement could be improved in order to better reflect what could realistically be accomplished by the Mission itself and activities for which the Mission could be held accountable (A/66/718/Add.11, para. 16).** The Committee will comment further on the issue of results-based-budgeting frameworks in its report on cross-cutting issues related to peacekeeping operations (A/67/780).

B. Resource requirements

17. The proposed budget for MINUSTAH for the period 1 July 2013 to 30 June 2014 amounts to $572,270,800 gross ($558,954,000 net), representing a decrease of $76,123,200, or 11.7 per cent, in gross terms, compared with the appropriation of $648,394,000 gross for 2012/13. The proposed reduction reflects mainly the reduced provisions for military contingents, police and civilian personnel. Cost reductions associated with reduced personnel and the number of operating locations, along with a proposed reduction in the Mission's aircraft fleet, are also foreseen. The decrease is partially offset by increases in fuel costs. Detailed information on the financial resources requested and an analysis of the variances are provided in sections II and III of the proposed budget. The cost estimates for the 2013/14 period take into account projected efficiency gains in the amount of $17,229,700 (A/67/719, para. 177). **The Advisory Committee welcomes the efforts undertaken by the Secretary-General to reduce costs at MINUSTAH and expects that these measures will be implemented in a manner that does not compromise the safety and security of Mission personnel and premises or put at risk the fulfilment of mandated activities.**

18. The Advisory Committee notes that for the 2013/14 period non-budgeted contributions under the status-of-forces agreement in respect of the estimated rental value of Government-provided land, premises and landing charges are estimated at $5,066,800 (ibid., sect. II.B). **The Committee notes with appreciation the continued contribution under the status-of-forces agreement.**

1. Military and police personnel

Category	*Approved 2012/13*[a]	*Proposed 2013/14*	*Variance*
Military contingent personnel	7 340	6 270	(1 070)
United Nations police	1 451[b]	1 001[b]	(450)
Formed police unit personnel	1 790	1 600	(190)

[a] Represents the highest authorized strength for the period.
[b] Includes 50 categorized as Government-provided personnel.

19. The estimated requirements for military and police personnel for the period from 1 July 2013 to 30 June 2014 amounts to $257,723,400, a decrease of

$55,962,100, or 17.8 per cent, compared with the apportionment of $313,685,500 for 2012/13. The decrease is due mainly to the reductions in authorized strength for military contingent personnel, United Nations police personnel and formed police units pursuant to Security Council resolution 2070 (2012). These decreases would result in lower provisions for rotation travel, rations, leave allowances and standard reimbursements to troop-contributing countries as well as the discontinuation of a provision for supplemental payment to troop- and formed police-contributing countries, which has been in effect since the 2011/12 period (ibid., paras. 202 and 204).

2. Civilian personnel

Category	*Approved 2012/13*	*Proposed 2013/14*	*Variance*
International staff	475	436	(39)
National staff	1 287	1 302	15
Temporary positions	138	1	(137)
United Nations Volunteers	225	195	(30)
Total	**2 125**	**1 934**	**(191)**

20. The estimated requirements for civilian personnel for 2013/14 amount to $135,694,500, reflecting a decrease of $2,247,200, or 1.6 per cent, in comparison with the apportionment for 2012/13. The reduced requirements for 2013/14 are related mainly to an overall reduction in the number of international and national civilian posts and positions in line with the reduction in the Mission's post-earthquake surge activities, partly offset by the application of lower vacancy rates in all categories, as outlined below.

21. The vacancy factors applied to the cost estimates for civilian personnel are as follows: 5 per cent for international staff, 2 per cent for National Professional Officers, 3 per cent for national General Service staff and 3 per cent for United Nations Volunteers. The Advisory Committee notes that the rates are all considerably lower than those applied for the preceding period. The proposed vacancy factors for civilian staff take into account recent incumbency patterns and changes in the number and composition of staff proposed for the 2013/14 period as compared with the assumptions on which the 2012/13 budget was based. Overall staffing levels will be reduced, as reflected in the table above, and it is projected that most of the incumbents currently occupying temporary positions will be regularized on vacant established positions, thereby further reducing the number of vacancies for both international and national posts (ibid., paras. 178 and 180).

Recommendations on posts

22. The Secretary-General is proposing a series of staffing changes designed to respond to the drawdown in military and police personnel and a projected rationalization in the scope of the Mission's activities. In this round of consolidation, civilian staffing will be reduced beyond the number of remaining temporary positions approved as part of the post-earthquake surge capacity (ibid., para. 11). In terms of structural changes, the Secretary-General proposes the creation of a new Regional Coordination Unit, under the direct supervision of the Office of the Special Representative of the Secretary-General, to take over regional

coordination and management responsibilities. In addition, the reorganization and consolidation of mission support functions is proposed. A detailed description of the staffing changes proposed under each component is provided in the budget document (ibid., paras. 29-175). A list of proposed changes to the civilian staffing structure is annexed to the present report.

Abolishments

23. In the summary of the proposed budget, the Secretary-General indicates that a total of 191 posts, United Nations Volunteer positions and temporary positions will be abolished for the 2013/14 period. This includes:

(a) 29 international posts (5 P-4, 3 P-3, 2 P-2 and 19 Field Service);

(b) 135 of the remaining positions funded under temporary assistance and created as part of post-earthquake surge capacity (1 P-5, 1 P-3, 26 Field Service, 23 national Professional Officers and 84 National General Service);

(c) 27 United Nations Volunteer regular and temporary positions.

24. **The Advisory Committee recommends approval of the Secretary-General's proposal to abolish the aforementioned 191 posts and positions.**

Reclassifications

25. The following reclassifications are proposed:

(a) Reclassification of one Reports Officer (P-3) post in the Office of the Deputy Special Representative (Resident Coordinator/Humanitarian Coordinator) under Executive direction and management to an Associate Reports Officer (P-2) post. The Mission believes that the research and analytical duties of this function will be reduced in view of concurrent staffing and structural enhancements (ibid., para. 36);

(b) Reclassification of one Political Affairs Officer (P-4) post in the Joint Mission Analysis Centre under component 1, Security and stability, to an Information Analyst (P-3) post in response to the reduction in post-earthquake surge activities and the resulting redistribution of workload among other staff in the Centre (ibid., para. 49);

(c) Reclassification of one Special Assistant (P-5) in the Political Affairs Section under component 2, Democratic governance and State legitimacy, to the P-4 level and one Chief Electoral Officer (D-1) post in the Electoral Assistance Section to the P-5 level in order to better respond to the functions required from those positions (ibid., paras. 58 and 65).

Conversions

26. The Secretary-General is proposing the following post conversions:

(a) Under component 2, Democratic governance and State legitimacy, in the Civil Affairs Section, the conversion of four posts (1 P-4 Civil Affairs Officer, 1 P-2 Associate Civil Affairs Officer and 2 United Nations Volunteer Civil Affairs Officers) to four National Professional Officer posts as a means of improving professional capacity in the host country (ibid., para. 72);

(b) Under component 3, Rule of law and human rights, in the Corrections Unit, the conversion of one Corrections Officer (P-3) post to a National Professional Officer post given that the post requires minimal knowledge of prison/corrections management and with a view to developing local capacity (ibid., para. 84), and in the Human Rights Section the conversion of one Human Rights Officer (P-2) post and one United Nations Volunteer position to two National Professional Officer posts, also to increase local capacity in the area of human rights (ibid., para. 89);

(c) Under component 4, Support:

(i) In the Conduct and Discipline Team, the conversion to established posts of two positions (1 Conduct and Discipline Officer (P-4) and 1 Administrative Assistant (Field Service)), previously funded under general temporary assistance. In support of his proposal, the Secretary-General indicates that the functions of the positions have become an integral part of peacekeeping operations and are considered to be of a continuing nature (ibid., para. 101);

(ii) In the Regional Support Unit (formerly Regional Coordination Section), the conversion of three Administrative Assistant (Field Service) posts to three Administrative Officer (National Professional Officer) posts in line with the Mission's reconfiguration and consolidation into four main support hubs and six sub-offices. The incumbents will function as sub-office managers (ibid., para. 125);

(iii) In the Engineering Section, the conversion of two Engineer (P-3) posts to one Engineer and one Facilities Management Officer (National Professional Officer) posts in order to provide an opportunity for local engineers to gain relevant experience in construction, water and wastewater management and project management (ibid., para. 160);

(iv) In the Transport Section, the conversion of three Field Service posts — one Regional Transport Assistant and two Transport Assistants — into three Transport Officer (National Professional Officer) posts in order for local staff to gain relevant experience in ground transport operations (ibid., para. 171).

Reassignments and redeployments

27. For the reasons outlined in paragraph 22 above, the Secretary-General is proposing the reassignment of 105 posts or positions (7 P-5, 5 P-4, 1 Field Service Officer, 2 National Professional Officer, 89 national General Service and 1 United Nations Volunteer) and the redeployment of 72 posts or positions (1 D-2, 1 P-5, 3 P-4, 8 P-3, 19 Field Service, 35 national General Service and 5 United Nations Volunteer). Most of the proposed changes pertain to the reorganization of the Mission Support Division, with three important exceptions: 10 posts (5 P-5 and 5 P-4) are being reassigned from the Civil Affairs Section to the Regional Coordination Unit to facilitate cross-mission liaison and monitoring at the local level, confidence-building, conflict resolution and reconciliation and the extension of State authority; a separate Rule of Law Coordination Office is being established through the proposed redeployment of one Rule of Law Coordinator (D-2) post and one Administrative Assistant (national General Service) post from the Office of the Deputy Special Representative, as well as the reassignment of one Senior Judicial Affairs Officer (P-5) post, from the Justice Section to function as Senior Rule of Law (Coordination) Officer; and the reassignment of a Senior Political Affairs

Officer (P-5) post from the Political Affairs Section to function as Senior Border Monitor in the Border Management Unit in order to represent the Mission on the technical border commission and to augment the Government's capacity to provide security, collect taxes and stimulate cross-border trade (ibid., paras. 63, 76, 79 and 93).

28. Included in the restructuring of the Mission Support Division is a proposed merger of separate budget and finance functions into a new Finance and Budget Section under the supervision of the Office of the Director of Mission Support. The consolidation of functions is intended to improve the Mission's capacity to provide financial management services in view of the forthcoming implementation of International Public Sector Accounting Standards and the enterprise resource planning system. The Committee comments in greater detail on the consolidation of the finance and budget functions in peacekeeping missions in its forthcoming report on cross-cutting issues (A/67/780). Also, in line with the drawdown of uniformed personnel and the corresponding reduced requirement for language support, it is proposed that 6 Interpreter posts and 83 Language Assistant posts be reassigned to other organizational entities throughout the Mission (ibid., paras. 108 and 138).

29. **The Advisory Committee has no objection to the staffing proposals of the Secretary-General described above. It notes, however, that the large number of proposed reassignments and redeployments, pertaining mostly to the reorganization of the Mission Support Division, follow an extensive restructuring in the 2012/13 period, in which a large number of posts and positions were also redeployed or reassigned (A/66/718/Add.11, para. 25).**

30. **While supporting the efforts of the Mission to achieve continuous improvement, the Advisory Committee believes that this should be balanced against a requirement for continuity and reliability in the delivery of services to the substantive, military and police components of the Mission. The Committee trusts that this will be taken into consideration in the forthcoming rounds of reconfiguration of MINUSTAH and other missions.**

Temporary Director of Mission Support (D-2) position

31. In the proposed budget, the Secretary-General makes a case for maintaining one remaining temporary position established in response to the January 2010 earthquake, the D-2 position of Director of Mission Support. It is indicated that the Director will oversee a comprehensive review of the Mission's logistical, financial and human resources processes in order to achieve a scalable mission support structure whose business processes are adaptable to changes in the Mission's mandate and to consolidation in various parts of the country. It is indicated that this will require the continued guidance of the Director to allow for a successful transition and to ensure that proper regard is given to the planning process required for such a transition (ibid., paras. 112-113).

32. The Advisory Committee recalls its previous observations with respect to the continuation of this function, in which its support for the continuation of the D-2 position beyond the 2012/13 period was contingent upon the understanding that an appropriate justification would be required (A/66/718/Add.11, para. 28). Upon enquiry, the Committee was informed that although MINUSTAH is scaling back its post-earthquake surge activities, its structure is not directly comparable to the Mission's structure immediately preceding the earthquake. The Committee was also

informed that a management structure headed at a more senior level was required to address the challenges arising from the downsizing of the Mission and the reconfiguration of the support component. In addition, the Committee was informed that the Director of Mission Support would be responsible for rolling out several support-related initiatives in 2013/14, also aimed at achieving further savings in both staffing and operational costs in the 2014/15 budget period.

33. **The Advisory Committee considers that in the light of the Mission's drawdown of its military and police components to pre-earthquake levels and the discontinuation of all other remaining temporary positions approved in the context of the post-earthquake surge, the proposed continuation of the position of Director of Mission Support under general temporary assistance is not adequately justified. It therefore recommends against approval of the continuation of this position (A/67/719, para. 112).**

3. Operational costs

(United States dollars)

Apportionment 2012/13	*Proposed 2013/14*	*Variance*
196 766 800	178 852 900	(17 913 900)

34. The estimated operational costs for the period from 1 July 2013 to 30 June 2014 are estimated at $178,852,900, a decrease of $17,913,900, or 9.1 per cent, as compared with the apportionment for 2012/13. The Secretary-General is proposing decreases under all classes of expenditure, with the notable exception of consultants. **The Advisory Committee recommends approval of these resources, subject to its observations and recommendations contained in paragraphs 35-43 below.**

Consultants

35. The estimated requirements for consultants for the 2013/14 period amount to $1,847,000, an increase of $1,608,900, or more than six times the apportionment for the preceding period. The Secretary-General indicates that these additional requirements are attributable primarily to support for institution-building within the Government of Haiti through the provision of project managers to assist ministries in implementing government programmes in the areas of justice, police planning, civil society engagement, aid coordination and emergency preparedness (ibid., para. 210). Upon request, the Advisory Committee was provided with a breakdown of the proposed individual consultancies. It notes that $660,000 of the proposed budget for consultants relates to activities more appropriately undertaken by the United Nations country team, for which financing would not normally be provided under peacekeeping budgets. **While the Committee does not object to the Mission's proposed resources in support of institution-building within the Government of Haiti, it believes that every effort should be made to minimize potential overlap with the United Nations country team. In addition, the Committee emphasizes the importance of developing national capacity rather than engaging external consultants.**

Air transportation

36. Estimated requirements for air transportation for the 2013/14 period amount to $14,236,600, a decrease of $7,456,100, or 34.4 per cent, over the apportionment for 2012/13. The decrease is attributable mainly to the proposed reduction in the aircraft fleet by one fixed-wing and one rotary-wing aircraft, leaving a total Mission fleet of eight helicopters in 2013/14 (ibid., para. 214).

37. Upon enquiry, the Advisory Committee was informed that the reduced requirements were due in part to an optimization of aerial asset use and in part to the consolidation of the Mission. The review of the fleet included an analysis of the number of flying hours, passengers transported and days in the air. The Committee was informed that the fixed-wing aircraft had been used to provide a standby medical evacuation capability, air transport to and from the Santo Domingo Support Office and flights to Santo Domingo for rest and recreation and compensatory time off for Mission personnel.

38. With respect to alternative arrangements for medical evacuation and to how the Mission proposes to provide those services in the absence of the fixed-wing aircraft, MINUSTAH indicated to the Advisory Committee, upon request, that planning was under way to provide the capability to carry out daytime medical evacuations to the level III hospital in Santo Domingo using the Mission's remaining military and civilian helicopters. In addition, options for procuring continuous air ambulance services on an as-needed basis through an external service provider, such as those used in other peacekeeping missions, are also under examination. The Mission also indicated that it expected to have an agreement with a level III-equivalent hospital, located 90 minutes by road from Port-au-Prince, for the provision of medical support services before the end of the 2012/13 financial period. The Mission also indicated that if delays emerged in current planning, the Mission would retain the fixed-wing aircraft on a temporary basis until any unexpected gap in requirements was bridged using those alternatives.

39. Upon further enquiry, the Advisory Committee was informed that the level III hospital in Haiti would not be fully operational before the end of 2013. In terms of identifying an air ambulance service provider, the Committee notes, on the basis of the responses of the Mission, that the contracting of such services was at a preliminary stage, with basic market research ongoing in both Haiti and the Dominican Republic to identify potential providers. Once completed, a process of registration, certification, solicitation and selection would follow. Finally, the Mission indicated some limitations concerning the feasibility and reliability of undertaking aeromedical evacuations with the remaining aircraft in the Mission's fleet.

40. **The Advisory Committee has serious reservations about the proposed withdrawal of the Mission's remaining fixed-wing aircraft in the 2013/14 budgetary period, given that reliable alternatives for the provision of medical evacuation services for Mission personnel are not yet in place. The Committee therefore recommends that the General Assembly request the Secretary-General to maintain the existing fixed-wing aircraft arrangement until the contract for the provision of air ambulance services is concluded. Additional expenditures in this regard should be reported in the Mission's 2013/14 performance report.**

41. **In future, the Advisory Committee cautions the Secretary-General against pursuing cost-saving measures that could compromise the safety and security of Mission personnel without viable alternatives being firmly in place.**

42. With respect to the proposed reduction of one rotary-wing aircraft for the 2013/14 budget period, the Advisory Committee was provided with clarifying detail, upon request, concerning the arrangements for ensuring a quick response in the event of security incidents arising in different regions. The Committee notes in this regard the Mission's revised force structure and concept of operations and the fact that it will no longer have a permanent military presence in four regions across the Mission area. In this connection, the Committee was informed that military helicopters would be used as a primary means of deploying quick-reaction forces and ammunition and would be supplemented by commercial helicopters as necessary. The Committee notes, however, that six of the remaining helicopters have limited capacity for passengers (maximum eight). In addition, in the periods 2011/12 and 2012/13, some of the helicopters spent a considerable period of time on the ground because of maintenance-related issues. The Mission indicated, however, that no more than four helicopters had been unavailable at any time during that two-year period.

43. **The Advisory Committee questions the proposed reduction of the rotary-wing aircraft, in view of the Mission's revised force and deployment structure and its increased reliance on its air fleet to provide timely support in the event of security incidents or emergencies. The Committee trusts, however, that every effort will be made to ensure that adequate air response capability is maintained at all times in the performance of the Mission's mandate.**

4. Other matters

Santo Domingo Support Office

44. The Advisory Committee recalls that the Santo Domingo Support Office was established in the aftermath of the January 2010 earthquake to facilitate the immediate resumption of MINUSTAH operations, reduce the Mission's footprint in Haiti, mitigate the risk of further loss of life and property, alleviate the severe lack of office and residential space in Haiti at that time and ensure proper business continuity. The Committee and the Board of Auditors had expressed the need for the Secretary-General to examine the long-term necessity of maintaining this presence (A/66/718/Add.11, para. 47). At the time of its consideration of the proposed budget for 2012/13, the Committee was informed that a strategic assessment and functional review analysis had been completed and that a cost-benefit analysis would be undertaken and reflected in the 2013/14 budget proposal.

45. In his budget proposal for 2013/14, the Secretary-General indicates that the above-mentioned review determined that transactional processes in the finance and human resources functions should fundamentally remain based in Santo Domingo, while the procurement function, the support unit for United Nations Volunteers and staff counselling services should be relocated in their entirety to Port-au-Prince. In addition, the office premises would be relocated to a location closer to the centre of Santo Domingo during 2013/14 (A/67/719, para. 22).

46. The Advisory Committee was informed, upon enquiry, that the strategic review confirmed that maintaining the Support Office was beneficial and determined that

transactional and non-location-dependent functions should remain in Santo Domingo. With respect to finance functions, only a cashier's office would remain in Port-au-Prince to process payments to staff members and vendors located in Haiti. Similarly for human resources functions, only a small unit dealing with national staff recruitment would be maintained in Port-au-Prince. The Committee was further informed that the reconfiguration of the Santo Domingo back office would lead to the abolishment of six posts as well as a reduced operational requirement for rental vehicles.

47. The Advisory Committee notes that the proposed cancellation of the shuttle flight between Port-au-Prince and Santo Domingo (see comments in paras. 36-41 above) will necessitate greater use of videoconferencing and information technology to ensure that the Office continues to function as an integral part of the Mission and that the appropriate supervisory and oversight arrangements are in place.

48. **The Advisory Committee has no objection to the proposal that the Santo Domingo Support Office be maintained, that the consolidation of the human resources and finance functions at that location continue and that units for procurement, supporting United Nations Volunteers and staff counselling services be relocated back to Port-au-Prince. The Committee believes that this division of labour should be kept under close review, in the light of the ongoing assessment of the Mission's supply-chain management process, to avoid duplication of support functions, to maximize efficiency and to ensure high-quality and timely support services. Furthermore, in view of the proposed discontinuation of the shuttle flight between Port-au-Prince and Santo Domingo, every effort must be made to ensure that the Office remains an integral component of the Mission and that appropriate supervisory and oversight arrangements are in place.**

Training

49. Estimated requirements for training for the period from 1 July 2013 to 30 June 2014 total $1,222,200, comprising $347,000 for training consultants, $377,200 for travel and $498,000 for training fees, supplies and services (A/67/719, para. 182). This represents an overall reduction of $311,600, or 20 per cent, compared with the amount approved for 2012/13 (A/66/718/Add.11, para. 34). The Advisory Committee notes that the Mission intends to focus on internal training, seeking to bring consultants to the Mission area rather than sending personnel outside the area for training. The Committee further notes significant increases in the planned number of participants in training programmes offered by the Mission (A/67/719, para. 184). **The Committee welcomes the efforts of MINUSTAH to maximize the use of its training resources and to focus largely on the provision of training activities within the Mission area.**

Standard ratios for vehicles and information technology equipment

50. In its previous report on the MINUSTAH budget proposal for 2012/13, the Advisory Committee noted from the supplementary information provided to it that key ratios for holdings of vehicles and information technology equipment for the Mission exceeded the standard ratios established in the Standard Cost and Ratio Manual. At that time, the Committee was informed that the ratios exceeded the standards because the vehicles and equipment had been acquired in 2010/11, when

the staffing levels were higher. It was indicated, however, that an ongoing review of holdings would take into account the drawdown of post-earthquake surge personnel (A/66/718/Add.11, paras. 36-37).

51. In the case of light passenger vehicles, the Advisory Committee notes, on the basis of the supplementary information provided to it, an improvement concerning the vehicles-to-staff ratios. It was indicated, however, that with the additional reduction in the number of Mission personnel proposed for the 2013/14 period, the Mission's vehicle holdings would be above the standard ratios. The Committee also notes that, pursuant to Security Council resolution 1927 (2010), MINUSTAH was encouraged to provide the Government of Haiti direct logistical support on a temporary basis and that holdings of vehicles reaching the end of their service lives had been transferred to the Government for its use. **The Committee reiterates its expectation that vehicle holdings will be adjusted to take into consideration the additional drawdown in post-earthquake surge capacities and that any holdings in excess of the standard ratios will be justified in the context of the performance report.**

Community violence-reduction programme and quick-impact projects

52. Estimated resource requirements for the MINUSTAH community violence-reduction programme and its quick-impact projects total $8 million and $5 million, respectively, for 2013/14. Those levels are unchanged from the 2012/13 period. It is indicated in the report of the Secretary-General that reviews undertaken in 2012 validated the approach taken under both sets of initiatives.

53. An independent study of the community violence reduction programmes highlighted the fact that those interventions had succeeded in providing a layer of protection against the recruitment of professional training beneficiaries into armed gangs and in creating a degree of social cohesion within targeted communities. As such, the Mission plans to continue its approach in support of ministries, local authorities and community groups with the development and implementation of 43 projects in 2013/14 aimed at generating employment and providing legal aid, socioeconomic opportunities and psychosocial assistance in 14 crime-affected areas. Similarly, a recent internal evaluation of quick-impact projects showed that the local population valued the projects and saw them as having a positive impact in the community (ibid., paras. 190 and 200). Consequently, the Mission plans to implement 120 such projects in 2013/14 aimed at contributing to filling gaps in the delivery of basic public services. **The Advisory Committee continues to welcome the accomplishments of the MINUSTAH community violence-reduction programme and its quick-impact projects and encourages the Secretariat to share lessons learned in project formulation, implementation, monitoring and oversight with other missions.**

V. Conclusion

54. The actions to be taken by the General Assembly in connection with the financing of MINUSTAH for the period from 1 July 2011 to 30 June 2012 are indicated in paragraph 63 of the performance report (A/67/605). **The Advisory Committee recommends that the unencumbered balance of $53,748,500 for the period from 1 July 2011 to 30 June 2012, as well as other income and**

adjustments in the amount of $18,195,000, for the period ended 30 June 2012, be credited to Member States.

55. The actions to be taken by the General Assembly in connection with the financing of MINUSTAH for the period from 1 July 2013 to 30 June 2014 are indicated in paragraph 219 of the proposed budget (A/67/719). **The Advisory Committee recommends that the Assembly appropriate an amount of $571,914,400 for the maintenance of MINUSTAH for the 12-month period from 1 July 2013 to 30 June 2014 and that the amount of $166,039,663 be assessed on Member States for the period 1 July 2013 to 15 October 2013. Should the Security Council decide to extend the mandate of MINUSTAH beyond 15 October 2013, the Committee recommends that the Assembly assess an amount of $405,874,737 for the period from 16 October 2013 to 30 June 2014 at a monthly rate of $47,659,533.**

Documentation

- Budget performance of the United Nations Stabilization Mission in Haiti for the period from 1 July 2011 to 30 June 2012 (A/67/605)
- Budget for the United Nations Stabilization Mission in Haiti for the period from 1 July 2013 to 30 June 2014 (A/67/719)
- Report of the Advisory Committee on Administrative and Budgetary Questions: Budget performance report for the period from 1 July 2010 to 30 June 2011 and proposed budget for the period from 1 July 2012 to 30 June 2013 of the United Nations Stabilization Mission in Haiti (A/66/718/Add.11)
- Financial report and audited financial statements for the 12-month period from 1 July 2011 to 30 June 2012 and report of the Board of Auditors on United Nations peacekeeping operations (A/67/5 (Vol. II))
- Report of the Advisory Committee on Administrative and Budgetary Questions: Report of the Board of Auditors on the accounts of the United Nations peacekeeping operations and report of the Secretary-General on the implementation of the recommendations of the Board of Auditors concerning United Nations peacekeeping operations for the financial period ended 30 June 2012 (A/67/782)
- Report of the Secretary-General on the United Nations Stabilization Mission in Haiti (S/2012/678)
- Security Council resolution 2070 (2012)
- General Assembly resolution 66/273 on the financing of the United Nations Stabilization Mission in Haiti

Annex

Summary of proposed staffing changes for the United Nations Stabilization Mission in Haiti for the period from 1 July 2013 to 30 June 2014

Office Section Unit	*Number*	*Level*	*Functional title*	*Post action*	*From/to*
Executive direction and management					
Office of the Special Representative of the Secretary-General					
Post/positions	+1	FS	Administrative Assistant	Redeployed	Office of the Chief, Administrative Services
Subtotal	**+1**				
Total	**+1**				
Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law)					
Post/positions	-1	D-2	Rule of Law Coordinator	Redeployed	Rule of Law Coordination Office
	-1	NGS	Administrative Assistant	Redeployed	Rule of Law Coordination Office
Subtotal	**-2**				
Total	**-2**				
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)					
Post/positions	-1	P-3	Reports Officer	Downgraded	
	+1	P-2	Associate Reports Officer	Downgraded	
Subtotal	–				
Total	–				
Component 1: security and stability					
Office of the Force Commander					
Post/positions	-1	NGS	Secretary	Redeployed	Corrections Unit
	+1	FS	Administrative Assistant	Redeployed	Civil Affairs Section
Subtotal	–				

Office Section Unit	*Number*	*Level*	*Functional title*	*Post action*	*From to*
Temporary positions	-1	FS	Administrative Assistant	Abolished	
	-1	NGS	Administrative Assistant	Abolished	
Subtotal	**-2**				
Total	**-2**				
Office of the Police Commissioner					
Post/positions	-1	UNV	Architect	Abolished	
	-1	UNV	Human Resources Officer	Abolished	
	-2	UNV	Procurement Officer	Abolished	
	-1	UNV	Legal Officer	Reassigned	Electoral Assistance Section
	+10	NGS	Vetting Clerk	Reassigned	Personnel Section
Subtotal	**+5**				
Temporary positions	-10	NGS	Data Entry Assistant	Abolished	
Subtotal	**-10**				
Total	**-5**				
Joint Mission Analysis Centre					
Post/positions	-1	P-4	Political Affairs Officer	Downgraded	
	+1	P-3	Information Analyst	Downgraded	
Subtotal	–				
Temporary positions	-1	P-3	Information Analyst	Abolished	
Subtotal	**-1**				
Total	**-1**				
Joint Operations Centre					
Post/positions	+1	FS	Administrative Assistant	Redeployed	Civil Affairs Section
Subtotal	**+1**				
Temporary positions	-1	FS	Administrative Assistant	Abolished	
Subtotal	**-1**				
Total	–				

Office/Section/Unit	*Number*	*Level*	*Functional title*	*Post action*	*From/to*
Component 2: democratic governance and State legitimacy					
Political Affairs Section					
Post/positions	-1	P-5	Special Assistant	Downgraded	
	+1	P-4	Special Assistant	Downgraded	
	-1	P-5	Special Adviser	Reassigned	Border Management Unit
Subtotal	**-1**				
Temporary positions	-1	NPO	Political Affairs Officer	Abolished	
Subtotal	**-1**				
Total	**-2**				
Communications and Public Information Section					
Post/positions	-2	P-4	Public Information Officer	Abolished	
	-1	P-3	Radio Producer	Abolished	
	-1	UNV	Public Information Assistant	Abolished	
	-1	UNV	Webmaster	Abolished	
	+5	NGS	Public Information Assistant (Journalist)	Reassigned	Personnel Section
Subtotal	–				
Total	–				
Regional Coordination Unit (new)					
Post/positions	+5	P-5	Chief of Regional Office	Reassigned	Civil Affairs Section
	+5	P-4	Chief of Departmental Office	Reassigned	Civil Affairs Section
Subtotal	**+10**				
Total	**+10**				

Office Section Unit	*Number*	*Level*	*Functional title*	*Post action*	*From to*
Electoral Assistance Section					
Post/positions	-1	D-1	Chief Electoral Officer	Downgraded	
	+1	P-5	Chief Electoral Officer	Downgraded	
	+1	UNV	Regional Electoral Coordinator	Reassigned	Office of the Police Commissioner
Subtotal	**+1**				
Total	**+1**				
Community Violence Reduction Section					
Temporary positions	-2	NPO	Project Officer	Abolished	
Subtotal	**-2**				
Total	**-2**				
Civil Affairs Section					
Post/positions	-1	FS	Administrative Assistant	Redeployed	Joint Operations Centre
	-5	P-5	Senior Civil Affairs Officer	Reassigned	Regional Coordination Unit
	-5	P-4	Civil Affairs Officer	Reassigned	Regional Coordination Unit
	-1	FS	Administrative Assistant	Redeployed	Office of the Force Commander
	-1	P-4	Civil Affairs Officer	Converted	
	+1	NPO	Civil Affairs Officer	Converted	
	-1	P-2	Associate Civil Affairs Officer	Converted	
	+1	NPO	Civil Affairs Officer	Converted	
	-2	UNV	Civil Affairs Officer	Converted	
	+2	NPO	Civil Affairs Officer	Converted	
Subtotal	**-12**				
Temporary positions	-4	NPO	Civil Affairs Officer	Abolished	
Subtotal	**-4**				
Total	**-16**				

Office/Section/Unit	*Number*	*Level*	*Functional title*	*Post action*	*From to*
Component 3: rule of law and human rights					
Rule of Law Coordination Office (new)					
Post/positions	+1	P-5	Senior Rule of Law (Coordination) Officer	Reassigned	Justice Section
	+1	D-2	Rule of Law Coordinator	Redeployed	Office of the Deputy Special Representative of the Secretary-General
	+1	NGS	Administrative Assistant	Redeployed	Office of the Deputy Special Representative of the Secretary-General
Subtotal	**+3**				
Total	**+3**				
Justice Section					
Post/positions	-1	P-5	Senior Judicial Affairs Officer	Reassigned	Rule of Law Coordination Office
Subtotal	**-1**				
Temporary positions	-1	NPO	Judicial Affairs Officer	Abolished	
Subtotal	**-1**				
Total	**-2**				
Corrections Unit					
Post/positions	-1	P-3	Corrections Officer	Converted	
	+1	NPO	Corrections Officer	Converted	
	+1	NGS	Administrative Assistant	Redeployed	Office of the Force Commander
	+1	NGS	Administrative Assistant	Reassigned	Personnel Section
Subtotal	**+2**				
Temporary positions	-1	FS	Administrative Assistant	Abolished	
Subtotal	**-1**				
Total	**+1**				
Human Rights Section					
Post/positions	+2	NPO	Human Rights Officer	Reassigned	Border Management Unit
	-1	P-2	Human Rights Officer	Converted	

Office Section Unit	*Number*	*Level*	*Functional title*	*Post action*	*From to*
	+1	NPO	Human Rights Officer	Converted	
	-1	UNV	Human Rights Officer	Converted	
	+1	NPO	Human Rights Officer	Converted	
	-2	P-4	Human Rights Coordinator	Abolished	
	-1	NGS	Administrative Assistant	Redeployed	Border Management Unit
Subtotal	**-1**				
Temporary positions	-1	NPO	Human Rights Officer	Abolished	
Subtotal	**-1**				
Total	**-2**				
Border Management Unit					
Post/positions	-2	NPO	Border Monitor	Reassigned	Human Rights Section
	+1	P-5	Senior Border Monitor	Reassigned	Political Affairs Section
	+1	NGS	Administrative Assistant	Redeployed	Human Rights Section
Subtotal	**–**				
Temporary positions	-1	P-5	Special Border Management Adviser	Abolished	
Subtotal	**-1**				
Total	**-1**				
Child Protection Unit					
Post/positions	-1	UNV	Monitoring and Reporting Officer	Abolished	
Subtotal	**-1**				
Total	**-1**				
Gender Unit					
Post/positions	-1	P-4	Gender Affairs Officer	Abolished	
Subtotal	**-1**				
Total	**-1**				

Office/Section/Unit	*Number*	*Level*	*Functional title*	*Post action*	*From to*
Component 4: support					
Conduct and Discipline Team					
Post/positions	+1	NGS	Administrative Assistant	Reassigned	Personnel Section
	+1	P-4	Conduct and Discipline Officer	Converted	
	+1	FS	Administrative Assistant	Converted	
Subtotal	**+3**				
Temporary positions	-1	P-4	Conduct and Discipline Officer	Converted	
	-1	FS	Administrative Assistant	Converted	
	-1	NGS	Administrative Assistant	Abolished	
Subtotal	**-3**				
Total	–				
Security Section					
Post/positions	+2	UNV	Fire Safety Assistant	Redeployed	Engineering Section
	+17	NGS	Security Guard	Reassigned	Personnel Section
Subtotal	**+19**				
Temporary positions	-1	FS	Administrative Officer	Abolished	
	-2	FS	Security Officer	Abolished	
	-17	NGS	Security Guard	Abolished	
Subtotal	**-20**				
Total	**-1**				
HIV/AIDS Unit					
Temporary positions	-1	NPO	HIV/AIDS Officer	Abolished	
Subtotal	**-1**				
Total	**-1**				

Office Section Unit	*Number*	*Level*	*Functional title*	*Post action*	*From to*
Office of the Director of Mission Support					
Post/positions	+1	P-3	Administrative Officer	Redeployed	Office of the Chief, Integrated Support Services
	-1	P-3	Finance Officer	Abolished	
	-2	FS	Budget Assistant	Abolished	
	-1	P-5	Chief Budget Officer	Redeployed	Finance and Budget Section
	-2	P-4	Finance and Budget Officer	Redeployed	Finance and Budget Section
	-1	P-3	Finance and Budget Officer	Redeployed	Finance and Budget Section
	-1	P-3	Finance Officer	Redeployed	Finance and Budget Section
	-1	FS	Finance and Budget Officer	Redeployed	Finance and Budget Section
	-1	FS	Finance and Budget Assistant	Redeployed	Finance and Budget Section
	-2	NGS	Budget Assistant	Redeployed	Finance and Budget Section
	-1	NGS	Administrative Assistant	Redeployed	Finance and Budget Section
	-1	NGS	Finance Assistant	Redeployed	Finance and Budget Section
	-1	P-3	Environmental Affairs Officer	Redeployed	Office of the Deputy Director of Mission Support, Environmental Compliance Unit
	-1	UNV	Environmental Affairs Officer	Redeployed	Office of the Deputy Director of Mission Support, Environmental Compliance Unit
	-1	P-3	Contracts Management Officer	Redeployed	Office of the Deputy Director of Mission Support, Contracts Management Unit
	-2	FS	Contracts Management Assistant	Redeployed	Office of the Deputy Director of Mission Support, Contracts Management Unit
	-1	NGS	Contracts Management Assistant	Redeployed	Office of the Deputy Director of Mission Support, Contracts Management Unit
	-1	FS	Aviation Safety Assistant	Reassigned	Office of the Deputy Director of Mission Support, Contracts Management Unit
	-1	P-3	Claims Officer	Redeployed	Office of the Deputy Director of Mission Support, Claims Unit
	-1	FS	Administrative Assistant	Redeployed	Office of the Deputy Director of Mission Support, Claims Unit

Office/Section/Unit	*Number*	*Level*	*Functional title*	*Post action*	*From to*
	-1	NGS	Administrative Assistant	Redeployed	Office of the Deputy Director of Mission Support, Claims Unit
	-1	UNV	Administrative Assistant	Redeployed	Office of the Deputy Director of Mission Support, Claims Unit
Subtotal	**-24**				
Total	**-24**				
Office of the Director of Mission Support					
Post/positions	+1	P-3	Environmental Affairs Officer	Redeployed	Office of the Director of Mission Support, Environmental Compliance Unit
	+1	UNV	Environmental Affairs Officer	Redeployed	Office of the Director of Mission Support, Environmental Compliance Unit
	+1	P-3	Contracts Management Officer	Redeployed	Office of the Director of Mission Support, Contracts Management Unit
	+2	FS	Contracts Management Assistant	Redeployed	Office of the Director of Mission Support, Contracts Management Unit
	+1	NGS	Contracts Management Assistant	Redeployed	Office of the Director of Mission Support, Contracts Management Unit
	+1	FS	Contracts Management Assistant	Reassigned	Office of the Director of Mission Support, Aviation Safety Unit
	+1	P-3	Claims Officer	Redeployed	Office of the Director of Mission Support, Claims Unit
	+1	FS	Administrative Assistant	Redeployed	Office of the Director of Mission Support, Claims Unit
	+1	NGS	Administrative Assistant	Redeployed	Office of the Director of Mission Support, Claims Unit
	+1	UNV	Administrative Assistant	Redeployed	Office of the Director of Mission Support, Claims Unit
Subtotal	**+11**				
Total	**+11**				
Finance and Budget Section (new)					
Post/positions	+1	P-4	Chief Finance Officer	Redeployed	Finance Section
	+2	P-3	Finance Officer	Redeployed	Finance Section

Office Section Unit	*Number*	*Level*	*Functional title*	*Post action*	*From to*
	+2	FS	Finance Officer	Redeployed	Finance Section
	+9	FS	Finance Assistant	Redeployed	Finance Section
	+1	NGS	Finance Assistant	Redeployed	Finance Section
	+16	NGS	Finance Assistant	Redeployed	Finance Section
	+1	UNV	Finance Assistant	Redeployed	Finance Section
	+1	P-5	Chief Budget Officer	Redeployed	Office of the Director of Mission Support
	+2	P-4	Finance and Budget Officer	Redeployed	Office of the Director of Mission Support
	+1	P-3	Budget Officer	Redeployed	Office of the Director of Mission Support
	+1	P-3	Finance Officer	Redeployed	Office of the Director of Mission Support
	+1	FS	Finance and Budget Officer	Redeployed	Office of the Director of Mission Support
	+1	FS	Finance and Budget Assistant	Redeployed	Office of the Director of Mission Support
	+2	NGS	Budget Assistant	Redeployed	Office of the Director of Mission Support
	+1	NGS	Administrative Assistant	Redeployed	Office of the Director of Mission Support
	+1	NGS	Finance Assistant	Redeployed	Office of the Director of Mission Support
Subtotal	**+43**				
Total	**+43**				
Regional Support Unit (formerly Regional Coordination Section)					
Post/positions	-3	FS	Administrative Assistant	Converted	
	+3	NPO	Administrative Officer	Converted	
	+1	NGS	Administrative Assistant	Reassigned	Personnel Section
Subtotal	**+1**				
Temporary positions	-2	FS	Administrative Officer	Abolished	
Subtotal	**-2**				
Total	**-1**				

Office/Section/Unit	*Number*	*Level*	*Functional title*	*Post action*	*From to*
Office of the Chief, Administrative Services					
Post/positions	-1	FS	Administrative Assistant	Redeployed	Office of the Special Representative of the Secretary-General
Subtotal	**-1**				
Total	**-1**				
Staff Counselling and Welfare Unit					
Post/positions	+1	NGS	Administrative Assistant	Redeployed	Personnel Section
Subtotal	**+1**				
Temporary positions	-2	NPO	Staff Counsellor	Abolished	
Subtotal	**-2**				
Total	**-1**				
Personnel Section					
Post/positions	-5	NGS	Interpreter	Reassigned	Communications and Public Information Section
	-1	NGS	Interpreter	Reassigned	Corrections Unit
	-10	NGS	Language Assistant	Reassigned	Office of the Police Commissioner
	-1	NGS	Language Assistant	Reassigned	Conduct and Discipline Team
	-17	NGS	Language Assistant	Reassigned	Security Section
	-1	NGS	Language Assistant	Reassigned	Regional Support Unit
	-9	NGS	Language Assistant	Reassigned	Property Management Section
	-30	NGS	Language Assistant	Reassigned	Engineering Section
	-15	NGS	Language Assistant	Reassigned	Transport Section
	-1	NGS	Administrative Assistant	Redeployed	Staff Counselling and Welfare Unit
	-2	FS	Human Resources Assistant	Abolished	
Subtotal	**-92**				

Office Section Unit	*Number*	*Level*	*Functional title*	*Post action*	*From to*
Temporary positions	-1	FS	Human Resources Assistant	Abolished	
	-1	NPO	Travel Officer	Abolished	
Subtotal	**-2**				
Total	**-94**				
Finance Section					
Post/positions	-1	FS	Finance Assistant	Abolished	
	-1	P-4	Chief Finance Officer	Redeployed	Finance and Budget Section
	-2	P-3	Finance Officer	Redeployed	Finance and Budget Section
	-2	FS	Finance Officer	Redeployed	Finance and Budget Section
	-9	FS	Finance Assistant	Redeployed	Finance and Budget Section
	-1	NGS	Administrative Assistant	Redeployed	Finance and Budget Section
	-16	NGS	Finance Assistant	Redeployed	Finance and Budget Section
	-1	UNV	Finance Assistant	Redeployed	Finance and Budget Section
Subtotal	**-33**				
Temporary positions	-1	UNV	Finance Assistant	Abolished	
Subtotal	**-1**				
Total	**-34**				
Procurement Section					
Post/positions	-1	P-3	Procurement Officer	Abolished	
Subtotal	**-1**				
Temporary positions	-2	FS	Procurement Assistant	Abolished	
Subtotal	**-2**				
Total	**-3**				
Medical Section					
Temporary positions	-1	FS	Nurse	Abolished	
	-1	FS	Laboratory Technician	Abolished	
Subtotal	**-2**				
Total	**-2**				

Office Section Unit	*Number*	*Level*	*Functional title*	*Post action*	*From to*
Office of the Chief, Integrated Support Services					
Post/positions	-1	P-3	Administrative Officer	Redeployed	Office of the Director of Mission Support
Subtotal	**-1**				
Total	**-1**				
Joint Logistics Operations Centre					
Temporary positions	-1	FS	Logistics Officer	Abolished	
	-1	FS	Logistics Assistant	Abolished	
	-1	UNV	Logistics Assistant	Abolished	
Subtotal	**-3**				
Total	**-3**				
Property Management Section					
Post/positions	-1	FS	Receiving and Inspection Assistant	Abolished	
	-1	FS	Property Control and Inventory Assistant	Abolished	
	+1	NGS	Receiving and Inspection Assistant	Reassigned	Personnel Section
	+2	NGS	Property Disposal Assistant	Reassigned	Personnel Section
	+3	NGS	Property Control and Inventory Assistant	Reassigned	Personnel Section
	+3	NGS	Property Management Assistant	Reassigned	Personnel Section
	-1	UNV	Receiving and Inspection Assistant	Abolished	
Subtotal	**+6**				
Temporary positions	-1	FS	Receiving and Inspection Assistant	Abolished	
	-1	FS	Administrative Assistant	Abolished	
	-2	FS	Contingent-Owned Equipment Assistant	Abolished	
	-3	UNV	Contingent-Owned Equipment Assistant	Abolished	

Office Section Unit	*Number*	*Level*	*Functional title*	*Post action*	*From to*
	-1	NPO	Property Control and Inventory Officer	Abolished	
	-4	NGS	Property Management Assistant	Abolished	
	-3	NGS	Property Control and Inventory Assistant	Abolished	
	-2	NGS	Property Disposal Assistant	Abolished	
Subtotal	**-17**				
Total	**-11**				
Movement Control Section					
Post/positions	-8	NGS	Truck Driver	Redeployed	Transport Section
Subtotal	**-8**				
Temporary positions	-1	FS	Movement Control Assistant	Abolished	
	-1	NGS	Cargo Handler	Abolished	
	-2	UNV	Movement Control Assistant	Abolished	
Subtotal	**-4**				
Total	**-12**				
Engineering Section					
Post/positions	-2	UNV	Fire Safety Assistant	Redeployed	Security Section
	-2	P-3	Engineer	Converted	
	+1	NPO	Engineer	Converted	
	+1	NPO	Facilities Management Officer	Converted	
	-1	P-2	Associate Information Analyst	Abolished	
	-1	P-2	Billing and Requisition Officer	Abolished	
	-1	FS	Engineering Technician	Abolished	
	-1	FS	GIS System Administrator	Abolished	
	+25	NGS	Facilities Management Assistant	Reassigned	Personnel Section
	+3	NGS	Engineering Assistant	Reassigned	Personnel Section
	+2	NGS	Electrical Technician	Reassigned	Personnel Section
Subtotal	**+24**				

Office/Section/Unit	*Number*	*Level*	*Functional title*	*Post action*	*From to*
Temporary positions	-1	FS	Engineer	Abolished	
	-1	FS	Engineering Assistant	Abolished	
	-6	NPO	Engineer	Abolished	
	-1	NPO	Facilities Management Officer	Abolished	
	-2	NGS	Electrical Technician	Abolished	
	-3	NGS	Engineering Assistant	Abolished	
	-25	NGS	Facilities Management Assistant	Abolished	
	-2	UNV	Electrical Technician	Abolished	
	-1	UNV	Heavy Vehicle Operator	Abolished	
Subtotal	**-42**				
Total	**-18**				
Communications and Information Technology Section					
Post/positions	-1	FS	Telecommunications Technology Assistant	Abolished	
	-1	UNV	Telecommunications Technology Assistant	Abolished	
	-1	UNV	Information Technology Assistant	Abolished	
Subtotal	**-3**				
Temporary positions	-2	NPO	Information Systems Officer	Abolished	
Subtotal	**-2**				
Total	**-5**				
Aviation Section					
Post/positions	-1	FS	Air Operation Officer	Abolished	
	-2	FS	Air Operation Assistant	Abolished	
	-2	UNV	Air Operation Assistant	Abolished	
Subtotal	**-5**				
Total	**-5**				

Office Section Unit	*Number*	*Level*	*Functional title*	*Post action*	*From to*
Transport Section					
Post/positions	+8	NGS	Truck Driver	Redeployed	Movement Control Section
	-1	FS	Regional Transport Assistant	Converted	
	+1	NPO	Transport Officer	Converted	
	-2	FS	Transport Assistant	Converted	
	+2	NPO	Transport Officer	Converted	
	+14	NGS	Driver	Reassigned	Personnel Section
	+1	NGS	Vehicle Technician	Reassigned	Personnel Section
	-3	UNV	Transport Assistant	Abolished	
Subtotal	**+20**				
Temporary positions	-14	NGS	Driver	Abolished	
	-1	NGS	Vehicle Technician	Abolished	
Subtotal	**-15**				
Total	**+5**				
Supply Section					
Post/positions	-6	FS	Supply Assistant	Abolished	
	-1	UNV	Supply Assistant	Abolished	
Subtotal	**-7**				
Temporary positions	-4	FS	Supply Assistant	Abolished	
	-1	UNV	Supply Assistant	Abolished	
Subtotal	**-5**				
Total	**-12**				
Grand total					
Post/positions					
International	-39				
National	+15				
United Nations Volunteers	-19				

Office Section Unit	*Number*	*Level*	*Functional title*	*Post action*	*From/to*
Temporary positions					
International	-30				
National	-107				
United Nations Volunteers	-11				

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer, NGS, national General Service; UNV, United Nations Volunteer.

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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Financing of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo

Budget performance for the period from 1 July 2011 to 30 June 2012 and proposed budget for the period from 1 July 2013 to 30 June 2014 of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo

Report of the Advisory Committee on Administrative and Budgetary Questions

Appropriation for 2011/12	$1,486,486,100
Expenditure for 2011/12	$1,378,948,000
Unencumbered balance for 2011/12	$107,538,100
Appropriation for 2012/13	$1,343,593,000
Projected expenditure for 2012/13[a]	$1,332,345,100
Estimated unencumbered balance for 2012/13[a]	$11,247,900
Proposal submitted by the Secretary-General for 2013/14	$1,449,883,600
Recommendation of the Advisory Committee for 2013/14	$1,449,774,800

[a] Estimates as at 28 February 2013.

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I. Introduction

1. **The recommendation of the Advisory Committee on Administrative and Budgetary Questions in paragraph 38 below would entail a reduction of $108,800 in the proposed budget for the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) for the period from 1 July 2013 to 30 June 2014 (A/67/797 and Add.1). The Committee has made recommendations and observations on specific issues, where appropriate, in the paragraphs below.**

2. During its consideration of the financing of MONUSCO, the Advisory Committee met with representatives of the Secretary-General, who provided additional information and clarification, including written responses received on 25 April 2013. The documents reviewed and those used for background by the Committee are listed at the end of the present report. The Committee considered advance versions of the proposed budget (A/67/797) and the related addendum (A/67/797/Add.1). The Committee's detailed comments and recommendations on the findings of the Board of Auditors on the United Nations peacekeeping operations for the period from 1 July 2011 to 30 June 2012, and on cross-cutting issues related to peacekeeping operations, can be found in its related reports (see A/67/782 and A/67/780, respectively).

II. Budget performance report for the period from 1 July 2011 to 30 June 2012

3. In its resolution 65/296, the General Assembly appropriated an amount of $1,416,926,000 gross ($1,384,945,500 net) for the maintenance of MONUSCO for the period from 1 July 2011 to 30 June 2012. Following a subsequent note by the Secretary-General informing the Assembly of additional projected requirements arising out of the Mission's logistical support for two elections (A/66/375), and the Committee's related recommendation (A/66/545), the Assembly appropriated an additional amount of $69,560,100 gross (resolution 66/251). Therefore, the total appropriation for the maintenance of the Mission for the period from 1 July 2011 to 30 June 2012 amounted to $1,486,486,100 gross ($1,454,505,600 net). Expenditures for the period totalled $1,378,948,000 gross ($1,350,657,500 net). The resulting unencumbered balance of $107,538,100 represents, in gross terms, 7.2 per cent of the appropriation. An analysis of variances is provided in section IV of the budget performance report for the period from 1 July 2011 to 30 June 2012 (A/67/613).

4. Underexpenditures were mainly attributable to:

(a) Air transportation ($58,332,800): reduced requirements for the rental and operation of 54 aircraft compared to the budgeted 63 aircraft, resulting in fewer flight hours and lower consumption of Jet A-1 fuel; the withdrawal of three fixed-wing aircraft and the release of six rotary-wing aircraft; and the delayed implementation of the commercial airfield services contract;

(b) Facilities and infrastructure ($15,218,200): reduced requirements for rental of premises and acquisition of security and safety equipment owing to the postponement of the implementation of the integrated mission headquarters project (see para. 20 below); reimbursements to troop-contributing countries for self-

sustainment; the provision of troop accommodation by MONUSCO for the relocation of troops to the eastern part of the country; and electrical equipment and sanitation and cleaning materials owing to the availability of existing stock. The variance was offset in part by additional requirements for security services resulting from additional guards; the acquisition of prefabricated facilities; and the higher actual unit cost of diesel fuel and increased consumption of generator fuel;

(c) International staff ($17,436,100): the unutilized balance was attributable primarily to the higher actual vacancy rate and the revision of international salary scales effective from 1 January 2012 whereby staff assessment rates were reduced by 15 per cent;

(d) Military contingents ($17,219,500): the unspent balance was attributable primarily to the lower actual average deployment against the budgeted delayed deployment factor, and lower travel costs owing to the rotation of three contingent battalions at lower than budgeted costs, the rotation of two contingent battalions in Africa by the Transportation and Movements Integrated Control Centre and the unforeseen repatriation of an aviation unit. The variance was offset in part by additional requirements for the deployment of equipment of two contingent units and the repatriation of the equipment of one aviation unit.

5. Higher requirements were primarily attributable to:

(a) National staff ($6,099,500): additional requirements were attributable primarily to the lower actual vacancy rate for national General Service staff, offset in part by reduced requirements for hazardous duty station allowance in Bas-Congo and Équateur provinces and North Katanga district;

(b) Formed police units ($2,855,000): additional requirements were primarily attributable to the higher actual average deployment and for freight charges for the deployment of one formed police unit, for which no provision had been made;

(c) Medical ($2,626,500): additional requirements were attributable primarily to reimbursements to troop-contributing countries for self-sustainment resulting from the increase in the number of contingent personnel, offset in part by reduced requirements for medical services resulting from the non-receipt of invoices from level IV hospitals in Pretoria, South Africa, for services provided, and fewer joint operations with the Armed Forces of the Democratic Republic of the Congo (FARDC) owing to the suspension of joint operations in North and South Kivu, and the availability of supplies from existing stock;

(d) Information technology ($2,275,000): additional requirements were attributable primarily to the acquisition of virtual desktop infrastructure and supplementary equipment to establish connectivity with the global service centres; the upgrading of equipment to support the implementation of Umoja in the Mission; and the revision of existing field systems to support the implementation of the International Public Sector Accounting Standards (IPSAS). The variance was offset in part by reduced requirements for licences, fees and software packages and for spare parts for the relatively new equipment.

6. The comments of the Advisory Committee on the information presented in the performance report (A/67/613) on individual objects of expenditure can be found,

where relevant, in the discussion of the proposed budget for the period from 1 June 2013 to 30 June 2014 (A/67/797 and Add.1) in the paragraphs below.

III. Information on performance for the current period

7. The Advisory Committee was informed that, as at 23 March 2013, a total of $13,328,852,000 had been assessed on Member States in respect of MONUSCO since its inception. Payments received as at the same date amounted to $12,999,021,000, leaving an outstanding balance of $329,831,000. The Advisory Committee notes that the cash position of MONUSCO was $382,400,000 as at 25 March 2013, which covers the three-month operating cash reserve of $232,412,000 (which excludes reimbursements for troop-contributing countries), leaving $149,988,000 in remaining cash.[1]

8. The Advisory Committee was informed that, as at 31 December 2012, the outstanding balance for contingent-owned equipment amounted to $48,606,000. The amount of $6,579,000 was paid for 183 claims for death and disability compensation related to the period from inception to 28 February 2013. The Advisory Committee was informed that there were six pending death and disability claims. **The Advisory Committee expects that the outstanding claims will be settled expeditiously.**

9. The Advisory Committee was also informed that, as at 28 February 2013, the incumbency for MONUSCO for the period from 1 July 2012 to 30 June 2013 was as follows:

Category	*Authorized*[a]	*Encumbered*	*Vacancy rate (percentage)*
Military observers	760	707	7.0
Military contingents	19 815	17 067	13.9
United Nations police	391	330	15.6
Formed police personnel	1 050	1 045	0.5
Posts			
International staff	1 031	951	7.8
National staff	2 951	2 746	6.9
Temporary positions			
International staff	52	46	11.5
National staff	218	195	10.6
United Nations Volunteers	638	570	10.7
Government-provided personnel	139	103	25.9

[a] Represents the highest authorized strength for the period.

10. The Advisory Committee was provided with information showing current and projected expenditures for the period from 1 July 2012 to 30 June 2013, with reasons for variances. Expenditures for the period, as at 28 February 2013, amounted to $864,296,700. At the end of the current financial period, the estimated

[1] The amount of cash available allows for reimbursement of troop-contributing/police-contributing countries at the next payment scheduled for June 2013.

total expenditures would amount to $1,332,345,100 against the appropriation of $1,343,593,000, leaving a projected unencumbered balance of $11,247,900.

IV. Proposed budget for the period from 1 July 2013 to 30 June 2014

A. Mandate and planned results

11. By its resolution 1925 (2010), the Security Council established the mandate of MONUSCO. The mandate was most recently extended by the Council until 31 March 2014 in resolution 2098 (2013). The Council also decided in resolution 2098 (2013) that MONUSCO would, for an initial period of one year and within the authorized troop ceiling of 19,815, on an exceptional basis and without creating a precedent or any prejudice to the agreed principles of peacekeeping, include an "intervention brigade", under the direct command of the MONUSCO Force Commander, with the responsibility of neutralizing armed groups and the objective of contributing to reducing the threat posed by armed groups to state authority and civilian security in the eastern Democratic Republic of the Congo and to make space for stabilization activities. The intervention brigade will have a clear exit strategy and the Council will consider the continued presence of the brigade in the light of its performance, and whether the Democratic Republic of the Congo makes sufficient progress on the Peace, Security and Cooperation Framework and on a national security sector reform road map.

Intervention brigade

12. The addendum to the Secretary-General's report indicates that the intervention brigade would comprise a total of 3,054 troops, including 850 contingent personnel already deployed in the Mission, leaving the deployment of 2,204 additional contingent personnel. The Mission is expected to have the necessary surveillance capabilities to carry out its mandated tasks, including the protection of civilians and monitoring and reporting on the flow of arms and related materiel across the borders in eastern Democratic Republic of the Congo, and to participate, as appropriate, in the activities of the expanded Joint Verification Mechanism of the International Conference of the Great Lakes Region in monitoring the border areas in the east. It is also proposed to add seven aircraft (six military helicopters and one fixed-wing aircraft) to the Mission's fleet (see A/67/797/Add.1, paras. 7 and 8; see also paras. 16-18 below on unmanned aerial systems).

13. By a letter dated 16 April 2013, the Controller informed the Advisory Committee that the deployment of the additional contingent personnel, their equipment and the seven additional aircraft was anticipated to take place during the current period, at an estimated cost of $46 million. It was further stated that the Mission's management was reviewing operational requirements with the objective of absorbing those additional costs, to the extent possible, within the approved 2012/13 budget. Actual related requirements will be reported in the context of the performance report for the 2012/13 period. **The Advisory Committee notes the Mission's efforts to absorb in the current period the additional costs related to the deployment of the intervention brigade and the seven additional aircraft.**

Any additional requirements should be reflected in the 2012/13 performance report.

Results-based budgeting

14. Upon enquiry as to the lack of a results-based-budgeting framework for the 2013/14 additional requirements related to the intervention brigade and the seven additional aircraft, the Advisory Committee was informed that once the concept of operations, force directives and operational plans were fully developed, the expected accomplishments and outputs would be reported in the 2013/14 performance report, under component 1, Security and the protection of civilians, as expected accomplishment 1.2, progress in minimizing the threat of armed groups.

15. **The Advisory Committee recalls General Assembly resolution 55/231 in which the Assembly requested the Secretary-General to ensure that, in presenting the programme budget, expected accomplishments and, where possible, indicators of achievement are included to measure achievements in the implementation of the programmes of the Organization. By resolution 61/276, the Assembly requested the Secretary-General to prepare the budgets for peacekeeping operations in full compliance with resolution 55/231, and to integrate operational, logistical and financial aspects fully in the planning phase of peacekeeping operations by linking results-based budgeting to the mandate implementation plans of peacekeeping operations. While the Committee is cognizant of the short time frame for the preparation of the addendum to the proposed budget owing to the recent issuance of Security Council resolution 2098 (2013), it stresses that the results-based-budgeting framework is a critical tool for measuring performance in mandate implementation, and that the presentation of expected accomplishments and indicators of achievement at the end of the financial period would defeat this purpose. For this reason, and without prejudice to the request for resources for the Mission contained therein, the Committee considers the addendum to the Secretary-General's report to be unsatisfactory and emphasizes that it should not constitute a precedent. The Committee therefore recommends that the General Assembly request the Secretary-General to provide the revised results-based-budgeting framework incorporating the additional requirements for the Intervention Brigade and the seven additional aircraft as soon as possible. Furthermore, the Advisory Committee trusts that the Secretary-General will ensure that all future budget proposals include a results-based-budgeting framework in accordance with General Assembly resolutions 55/231 and 61/276.**

Unmanned aerial systems

16. The Security Council, in resolution 2098 (2013), authorizes the use of unmanned aerial systems to monitor the implementation of the arms embargo, including to observe and report on the flows of military personnel, arms or related materiel across the eastern border of the Democratic Republic of the Congo. The proposed budget includes provisions for the proposed implementation of the pilot project on the deployment of unmanned aerial systems to undertake round-the-clock surveillance capability, in order to provide the mission headquarters with an accurate understanding of any factor that could jeopardize the potential for the success of the mission's mandate implementation, and to help confirm or deny the presence of rebel groups. The budget report states that unmanned aerial systems

have the ability to operate over water, are capable of communicating with ground troops and headquarters locations and can operate over mountainous terrain and during heavy rain while providing real-time video that includes coordinate reference data for the potential movement of armed elements as well as internally displaced persons, thus enhancing the Mission's capabilities for protecting the population (see A/67/797, para. 20).

17. Upon enquiry, the Advisory Committee was provided with the exchange of letters between the Secretary-General and the President of the Security Council (S/2013/43 and S/2013/44). In his letter, the Secretary-General indicates that additional information capabilities are needed for advanced information collation, analysis and dissemination to enhance situational awareness and to permit timely decision-making. This includes external imagery/electronic equipment and associated analysis capabilities, notably surveillance capability such as that provided by unmanned aerial systems. The President of the Security Council states that the members of the Council note that the trial use by MONUSCO of "external imagery/electronic equipment and associated analysis capabilities, notably surveillance capability such as that provided by unmanned aerial systems", is in line with the intention of the Secretariat to use assets to enhance situational awareness, if available, on a case-by-case basis and without prejudice to the ongoing consideration by relevant United Nations bodies of the legal, financial and technical implications of the use of unmanned aerial systems. **The Advisory Committee trusts that all appropriate arrangements will be in place prior to the deployment of the unmanned aerial system.**

18. With respect to the cost of the unmanned aerial systems, the Advisory Committee was informed upon enquiry that the cost estimate of $15 million is based on the procurement cost of a basic operational unmanned aerial system, its introduction in the area of operations and its initial functional requirements for its first year of service (for example, establishing ground setup, training of various mission staff and other administrative issues). The estimate is based on previous market-testing. The Advisory Committee was further informed that the data acquired by the unmanned aerial systems will be owned by the United Nations.

Electoral support

19. The Secretary-General states that the Mission will also continue to provide technical and logistical support to the Independent National Electoral Commission for the senatorial, gubernatorial and local elections, in accordance with Security Council resolution 2053 (2012). It is also stated that with the exception of 106 temporary positions funded under general temporary assistance, the proposed budget does not provide for logistical support for senatorial and gubernatorial and local elections that are expected to be held during the 2013/14 period (A/67/797, para. 18). Upon enquiry as to the possibility of a request for additional requirements during the 2013/14 period, the Advisory Committee was informed that, depending on the establishment of the electoral calendar and a specific request from the Government of the Democratic Republic of the Congo, the Secretary-General may need to approach the legislative bodies for related additional resources. **The Advisory Committee recommends that the Mission make every effort to absorb these additional requirements to the extent possible. Should additional resources be required for the provision of technical and logistical support to senatorial, gubernatorial and local elections in**

the 2013/14 period, these should be reflected in a request to the General Assembly.

Integrated mission headquarters

20. In paragraph 20 of his report on the proposed budget (A/67/797), the Secretary-General indicated that the Mission would continue to plan for the construction of the integrated mission headquarters project in collaboration with the United Nations country team, subject to the review and approval by United Nations Headquarters of the report that had been prepared by an independent consultant. Upon enquiry, the Advisory Committee was informed that the integrated mission headquarters project had been cancelled, as the Mission had already completed the move of human resources and finance-related transactional functions to the Regional Service Centre, and the substantive and support components were redeploying resources away from areas not affected by armed conflict to areas affected by conflict, thereby reducing the need for office space in Kinshasa. The Committee was also informed that, apart from the hiring of an independent consultant to conduct a thorough review of the project, no other resources had been utilized in that regard. The Committee was further informed that the United Nations Development Programme had recently launched a similar project in Kinshasa and was seeking to associate the Mission with its development. The Committee recalls the history of this project as set out in its previous report on MONUSCO, in particular, that the requirements for the project had not been included in the relevant proposed budget for the 2011/12 period, and that the Committee was informed during its consideration of the 2012/13 proposed budget that the project had been suspended (see A/66/718/Add.14, paras. 49-52). The Committee also recalls that its previous support for the continuation of the project was based on the understanding that the United Nations country team would take over the premises should the Mission be discontinued before the 2018/19 financial period (see A/65/743/Add.8, para. 51). **The Advisory Committee therefore welcomes the launch of a similar project by the United Nations Development Programme, as it continues to see merit in an integrated mission headquarters. However, it regrets that the proper process for seeking authorization from legislative bodies for the integrated mission headquarters project was not followed and that the project was not subject to better advance planning.**

B. Regional mission cooperation and partnerships

21. The Secretary-General's report indicates that MONUSCO will continue to work in an integrated and collaborative manner with the United Nations country team, in particular to implement and review the United Nations Transitional Framework and support the country team in the implementation of the 2013-2017 United Nations Development Assistance Framework. The Mission will also continue to support and encourage the development of joint projects, the establishment of joint implementation teams and "One United Nations" communication efforts with the country team (A/67/797, para. 24). In addition, MONUSCO is expected to collaborate with the Special Envoy for the Great Lakes to deliver on the national commitments of the Peace, Security and Cooperation Framework (A/67/797/Add.1, para. 10).

C. Resource requirements

22. The proposed budget for MONUSCO for the period from 1 July 2013 to 30 June 2014 amounts to $1,449,883,600, representing an increase of $106,290,600, or 7.9 per cent, in gross terms, compared with the appropriation of $1,343,593,000 for 2012/13. The Advisory Committee notes that, if compared to the projected expenditures of $1,332,345,100 for 2012/13 (see para. 10 above), the proposed resource increase for 2013/14 would amount to $117,538,500. The proposed budget provides for the planned deployment of 760 military observers, 19,815 military contingent personnel, 391 United Nations police officers, 1,050 formed police personnel, 139 Government-provided personnel, 1,121 international staff (including 44 temporary positions), 3,168 national staff (including 213 temporary positions) and 636 United Nations Volunteers.

23. An analysis of variances is provided in the report of the Secretary-General on the proposed budget. Key resource variances include:

(a) Increased requirements under military contingents ($40,002,900) primarily attributable to the increased provision for rations, resulting from the deployment of 2,204 additional contingent personnel for the intervention brigade and from the revised terms of the rations turnkey contract; the increased provision for standard reimbursements to troop-contributing Governments for troop costs and contingent-owned equipment; and freight and related costs for the deployment of the equipment of five aviation units (A/67/797/Add.1, para. 14);

(b) Increased requirements under air transportation ($42,827,600) primarily attributable to the full deployment of seven additional aircraft to support the mandated activities of the intervention brigade, resulting in increased requirements for rental and operation costs and related aviation fuel requirements; and the pilot implementation of the deployment of unmanned aerial systems in the Mission (A/67/797/Add.1, para. 18);

(c) Increased requirements under facilities and infrastructure ($13,098,400) primarily attributable to the increase in standard reimbursements to troop-contributing Governments for self-sustainment based on the full deployment of 2,204 additional contingent personnel for the intervention brigade; increased provision for generator fuel in order to meet the requirements of the intervention brigade and for the implementation of the fuel turnkey contract; construction services, including requirements for the Regional Service Centre; the acquisition of 33 additional water purification units, fire-fighting equipment and field defence equipment; and maintenance services and alteration and renovation services related to the deployment of the intervention brigade (A/67/797/Add.1, para. 16);

(d) Decreased requirements under international staff ($3,856,500) attributable to the application of a vacancy factor of 13 per cent, compared to 12 per cent in 2012/13; the decrease in the estimated provision for common staff costs; and the computation of salaries for 23 international staff deployed to the Regional Service Centre based on Entebbe salary scales. The variance is offset in part by additional requirements for danger pay as a result of the increase in danger pay from $1,365 per person-month in 2012/13 to $1,600 per person-month in 2013/14 (A/67/797, para. 81).

1. Military and police personnel

Category	*Approved 2012/13*[a]	*Proposed 2013/14*[a]	*Variance*
Military observers	760	760	–
Military contingent personnel	19 815	19 815	–
United Nations police	391	391	–
Formed police units	1 050	1 050	–
Total	**22 016**	**22 016**	**–**

[a] Represents the highest level of authorized/proposed strength.

24. The estimated requirements for military and police personnel for the period from 1 July 2013 to 30 June 2014 amount to $556,212,500, an increase of $42,572,500, or 8.3 per cent, compared with the appropriation for 2012/13. The proposed increase for 2013/14 is mainly attributable to military contingents as described in paragraph 23 (a) above.

25. **The Advisory Committee recommends approval of the requested resources for military and police personnel.**

2. Civilian personnel

Category	*Approved 2012/13*[a]	*Proposed 2013/14*[a]	*Variance*
International staff	1 068	1 077	9
National staff	2 960	2 955	(5)
Temporary positions	270	257	(13)
United Nations Volunteers	638	636	(2)
Government-provided personnel	139	139	–
Total	**5 075**	**5 064**	**(11)**

[a] Represents the highest level of authorized/proposed strength.

26. The estimated requirements for civilian personnel for the period from 1 July 2013 to 30 June 2014 amount to $310,807,800, a decrease of $1,557,200, or 0.5 per cent, compared with the appropriation for 2012/13. A vacancy factor of 13.0 per cent is applied to estimates for international staff (compared to 12.0 per cent for 2012/13), 14.0 per cent for National Professional Officers (compared to 25.0 per cent for 2012/13), and 5.0 per cent for national General Service staff (same for 2012/13).

27. The key variances are related to decreased requirements under international staff as mentioned in paragraph 23 (d) above, and additional requirements under national staff ($2,155,400) attributable primarily to the change in policy on the entitlement of national staff to danger pay while in the mission area and the application of a lower vacancy factor for National Professional Officers.

28. A detailed description of the staffing proposed under each component is provided in the Secretary-General's report on the proposed budget (see A/67/797, paras. 26-60). Major staff changes include:

(a) The proposed conversion to posts of 16 temporary positions comprising 12 positions in the Conduct and Discipline Team and four positions in the Contingent-Owned Equipment and Property Management Section;

(b) The redeployment of 60 posts and abolition of 14 posts resulting from the transfer of human resources and finance functions to the Regional Service Centre;

(c) The reassignment of the Chief Supply Officer post to MONUSCO, as the post had been temporarily assigned to the Regional Service Centre (A/67/797, para. 21). It is stated that the proposed staffing would also provide sufficient capacity to support the initial deployment of the intervention brigade as well as to respond to any potential consequences of the brigade's military engagement, including those related to disarmament, demobilization and reintegration (A/67/797/Add.1, para. 9).

29. With respect to the proposed conversion to posts of 12 positions in the Conduct and Discipline Team, the Secretary-General states that the number of pending allegations of misconduct and sexual exploitation and abuse in MONUSCO remains high, owing to the fact that reported allegations generally take several years to flow through the investigations, review, sanctions and appeals processes. Taking into account the workload of the Conduct and Discipline Team and the continuing nature of its functions, it is proposed to convert 12 temporary positions to posts (A/67/797, para. 42). The Committee was informed upon enquiry that fixed-term appointments for posts provide the Mission with a greater opportunity to attract and retain staff with the relevant experience and appropriate skills required for these important functions.

30. **The Advisory Committee recommends approval of the staffing changes proposed by the Secretary-General.**

31. **With respect to the pending allegations of misconduct and sexual exploitation and abuse in MONUSCO, the Advisory Committee notes the continuing high number of such allegations and urges the Mission to make every effort to reduce the number of allegations.** The Advisory Committee provides further comments on the issue of sexual exploitation and abuse in peacekeeping missions in the context of its report on cross-cutting issues related to United Nations peacekeeping operations (A/67/780).

3. Operational costs

Apportioned 2012/13	*Proposed 2013/14*	*Variance*
$517 588 000	$582 863 300	$65 275 300

32. The estimated operational requirements for the period from 1 July 2013 to 30 June 2014 amount to $582,863,300, an increase of $65,275,300, or 12.6 per cent, compared with the apportionment for 2012/13.

33. The increase is attributable mainly to higher requirements under air transportation and facilities and infrastructure as detailed in paragraph 23 (b) and (c) above.

Fuel turnkey contracts

34. Upon enquiry as to the cost related to implementation of the fuel turnkey contracts, the Advisory Committee was informed that to date, actual costs incurred for the mobilization, operations and maintenance of three fuel turnkey contracts amounted to $81.8 million, comprising $31.6 million for mobilization fees and $50.2 million for operations and maintenance fees. Owing to the extensive geographic challenges in the Democratic Republic of the Congo, several contractors were required to provide the full range of fuel and services essential at all delivery points. The Committee was further informed that the benefits of the current turnkey contracts included reduction in the number of civilian personnel (42 posts abolished); annual savings of approximately $13 million from the daily tasking of movement control and aviation assets and staff to move fuel throughout the Democratic Republic of the Congo and the Great Lakes region; annual savings of approximately $150,000 in manpower and contingents assets that were used to collect fuel from the former local contracts and in-house resources; and increased fuel stocks that provide 15 days of operating capability with 30 days of local (on-site) reserves and the establishment of the Mission's strategic fuel reserve capability, which provides an additional volume of fuel products in key locations inside the Democratic Republic of the Congo. The Committee was also informed that thanks to those contracts, MONUSCO could continue uninterrupted operations with a much greater degree of assurance of fuel supplies than in previous periods. The Department of Field Support had undertaken separate and detailed outside consultant studies of the cost and benefits of turnkey contracts versus in-house operation and hybrid systems, and MONUSCO had been selected to undertake a turnkey contract on the basis of its size, the complexity of its operations and its previous history of significant difficulties with local contractors in the Democratic Republic of the Congo and regional failures in the supply of basic commodities. **The Advisory Committee notes the high cost of the fuel turnkey contracts and recommends that the General Assembly request the Secretary-General to provide the cost-benefit analyses of turnkey contracts undertaken by the Department of Field Support**. The Advisory Committee provides further comments on the issue of turnkey contracts in peacekeeping missions in the context of its report on cross-cutting issues related to United Nations peacekeeping operations (A/67/780).

Construction services

35. The proposed budget includes a request of $4,818,000 for construction services, representing an increase of $2,000,100 (or 71.0 per cent) from the apportionment for 2012/13 of $2,817,900. Upon enquiry, the Advisory Committee was informed that the 2012/13 apportionment of $2.8 million comprised $0.8 million for water drilling and the construction of airfield boundary walls for MONUSCO, and $2 million for construction of an office building, a data centre and provision of horizontal supply and utility network for the Regional Service Centre. The Committee was further informed that for the 2013/14 period, the Regional Service Centre had requested a provision in the amount of $7.6 million for the following projects: construction of two additional office buildings ($3.4 million); construction of a training centre ($2.5 million); and the Regional Service Centre's share ($1.7 million) of the base-wide improvement works that had become necessary as a result of the growth of staff on the Entebbe Support Base. The Regional Service Centre's budget reflects the total envelope of resources required for the construction works; the amounts included in the MONUSCO budget

represent the Mission's share in the resource requirements of the Regional Service Centre on a proportional basis.

36. With respect to the 2013/14 proposed apportionment, the Advisory Committee was informed upon enquiry that the total estimate of $4,818,000 for construction services comprised (a) $500,000 for water-drilling projects mission-wide; (b) $2 million for the construction of airfield boundary walls in Bunia, Goma and Bukavu; and (c) $2,318,000 for the construction of office buildings for the Regional Service Centre. The Committee provides further comments on the issue of construction services in peacekeeping missions in the context of its report on cross-cutting issues related to United Nations peacekeeping operations (A/67/780).

Training

37. The proposed budget includes $2,849,900 for training for the 2013/14 period (see A/67/797, para. 66). Upon enquiry, the Advisory Committee was informed that training activities that included participants from various organizational units of the Mission could be combined to reduce travel-related costs. The Committee was further informed that, to the extent possible, the Integrated Mission Training Centre made every effort to streamline training activities with a view to minimizing travel and related costs, taking into account that, for operational requirements and given the internal capacity to deliver training, there was a ceiling on the number of participants that could be accommodated in these training activities. **The Advisory Committee emphasizes the need to utilize training resources cost-effectively and trusts that MONUSCO will make every effort to rationalize the delivery of its training programme**.

38. In the report of the Secretary-General, the number of international staff proposed for external training for 2013/14 is 141, as compared to 57 in 2011/12 and 91 planned for 2012/13 (see A/67/797, para. 67). The Advisory Committee notes that the report does not provide any justification for the proposed increase, and further notes that the proposed increase in external training is disproportionately high compared to the proposed increase in international staff (see table in section IV.C.2 above). **For these reasons, the Advisory Committee recommends that the resources for external training for international staff be maintained at the current level.**

39. **Subject to its recommendation in paragraph 38 above, the Advisory Committee recommends approval of the resources requested under operational costs.**

V. Other matters

Regional Service Centre

40. The report on the proposed budget indicates that the finance and human resources functions are to be strengthened at the Regional Service Centre in Entebbe during the 2013/14 period in order to align the shared service operation of the Regional Service Centre to the Umoja model and to the implementation of Inspira, as part of an increased delegation of authority to missions (see also para. 28 (b) above). The Mission will continue to place emphasis on the improvement of service delivery and seek economies of scale in cooperation with the United Nations Mission in South

Sudan (UNMISS), the African Union-United Nations Hybrid Operation in Darfur (UNAMID), the United Nations Interim Security Force for Abyei (UNISFA), the United Nations Support Office for the African Union Mission in Somalia (UNSOA), the United Nations Office in Burundi (BNUB), the United Nations Integrated Peacebuilding Office in the Central African Republic (BINUCA) and the United Nations Political Office for Somalia (UNPOS) (see A/67/797, para. 23).

Follow-up action to recommendations of the Board of Auditors

41. A summary of follow-up action to recommendations of the United Nations Board of Auditors relating to the 2010/11 period (see A/66/5 (Vol. II), chap. II) is provided in section V.C of the report on the proposed budget. Regarding the Board's recommendation on prior approval for, and the monitoring and review of, redeployments prior to incurring expenditure, the report states that all redeployment requests within operational costs are in accordance with the policy for the administration of allotments for peacekeeping missions which gave the Directors/Chiefs of Mission Support expanded flexibility, authority and responsibility for the management of financial resources in the missions. It is said that the increased flexibility also gives missions the means to prioritize resources according to efficiencies in the delivery of outputs and effectiveness in the accomplishment of their mandates. With respect to procurement and the splitting of awards, the report indicates that the Mission has taken steps to ensure that awards are not split and all awards comply with the Procurement Manual. An instruction was issued directing that all recommendations for split awards were subject to the review and approval of the Chief Procurement Officer. **The Advisory Committee notes the measures taken by MONUSCO to implement the recommendations of the Board of Auditors.**

Environmental programme

42. Upon enquiry, the Advisory Committee was informed that the MONUSCO environmental policy provided procedural guidance on environmental baseline assessments for mission sites, solid waste and wastewater management, protection of biospecies and historical sites, environmental considerations in connection with procurement processes, property disposal procedures and environmental education. On waste recycling, the Mission has developed a standard operating procedure for waste classification, separation and disposal, and plans to pilot recycling of waste in major cities starting with Kinshasa. On property disposal, the Mission has developed a standard operating procedure on hazardous waste disposal with a clear system for collection, storage and disposal of hazardous waste. Currently, there are 13 contracts for the disposal of waste materials.

43. With respect to electricity supply, the Advisory Committee was informed upon enquiry that 15 per cent of the Mission's electricity requirements is supplied from the national grid, while 85 per cent is supplied from United Nations-owned or contingent-owned generators. The Committee was further informed that the Société Nationale d'Electricité is only able to provide three to four hours of electricity per day in a majority of locations (except Kinshasa), and therefore MONUSCO continues to rely on United Nations-owned and contingent-owned generators. **The Advisory Committee recommends that the Mission continue its efforts to increase its electricity supply from the national grid to the extent possible.**

VI. Conclusion

44. The action to be taken by the General Assembly in connection with the financing of MONUSCO for the period from 1 July 2011 to 30 June 2012 is contained in section V of the budget performance report (A/67/613). **The Advisory Committee recommends that the unencumbered balance of $107,538,100 for the period from 1 July 2011 to 30 June 2012, as well as other income/adjustments amounting to $19,573,700 for the period ended 30 June 2012, be credited to Member States.**

45. The action to be taken by the General Assembly in connection with the financing of MONUSCO for the period from 1 July 2013 to 30 June 2014 is set out in section IV of the addendum to the report on the proposed budget (A/67/797/Add.1). **The Advisory Committee recommends:**

(a) **Appropriation of the amount of $1,449,774,800 for the maintenance of the Mission and the deployment of the intervention brigade for the period from 1 July 2013 to 30 June 2014;**

(b) **Assessment of the amount of $1,087,331,100 for the period from 1 July 2013 to 31 March 2014;**

(c) **Assessment of the amount of $362,443,700 for the period from 1 April to 30 June 2014 at a monthly rate of $120,814,566, should the Security Council decide to continue the mandate of the Mission.**

Documentation

- Budget performance of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo for the period from 1 July 2011 to 30 June 2012 (A/67/613)
- Budget for the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo for the period from 1 July 2013 to 30 June 2014 (A/67/797)
- Additional requirements for the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo for the period from 1 July 2013 to 30 June 2014 (A/67/797/Add.1)
- Report of the Secretary-General on the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (S/2013/96)
- Report of the Board of Auditors on United Nations peacekeeping operations for the 12-month period from 1 July 2010 to 30 June 2011 (A/66/5 (Vol. II), chap. II)
- Report of the Board of Auditors on United Nations peacekeeping operations for the 12-month period from 1 July 2011 to 30 June 2012 (A/67/5 (Vol. II), chap. II)
- Report of the Advisory Committee on Administrative and Budgetary Questions on cross-cutting issues related to United Nations peacekeeping operations (A/67/780)
- Report of the Advisory Committee on Administrative and Budgetary Questions on the budget performance for the period from 1 July 2010 to 30 June 2011 and proposed budget for the period from 1 July 2012 to 30 June 2013 of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (A/66/718/Add.14)
- General Assembly resolutions 65/296 and 66/251
- Security Council resolutions 2053 (2012) and 2098 (2013)